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DEFENSE INTELLIGENCE AGENCY
WASHINGTON, D. C. 20301



8-580/XX

16 OCT 1964

Mr. Arthur C. Lundahl
Director
National Photographic Interpretation Center (C)
Washington, D. C.

Dear Art,

I have been advised of your proposal to formalize a policy whereby involuntary rotation of the CIA photo interpreters contributed to the National Photographic Interpretation Center (C) will be conducted every two years. It is also my understanding that a unilateral policy calling for annual rotation of CIA personnel assigned to the Photo Analysis Group (PAG) is already in existence and that the first personnel changes under that policy were accomplished three months ago.

In view of the increasing national dependence on reconnaissance photography and the expanding role and influence of NPIC in the exploitation of such photography, I feel it incumbent upon me to review your proposal in light of its overall impact upon the continued effectiveness and improvement of such support and upon my own procedures for the selection and assignment of DIA personnel to NPIC. As a matter of policy I have always directed that the NPIC be given the primary task of rendering the agreed national view whenever PI judgments of a military nature must be taken into consideration at the highest level. The most recent examples of this policy are found in the procedures adopted for the exploitation of Southeast Asia photography. Additionally, and in consonance with this policy, I have directed that in the selection and assignment of DIA personnel to NPIC, the most exacting standards be invoked to insure the acquisition of the best qualified personnel, both military and civilian.

In view of the increasing dependence being placed on NPIC, I cannot escape the conclusion that adoption of this proposal would have an adverse impact on the overall effectiveness and continuity of PAG operations, as well as a disruptive and deleterious impact upon the morale and cohesion of PAG personnel. Furthermore, the proposed policy seems inconsistent with the current national dependence and high level emphasis being placed upon the primacy of the NPIC. The superlative degree of expertise and current knowledge developed over the past few years by the currently constituted PAG staff has permitted them to render competent professional

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judgments in the assessment of photography and has been, I believe, the primary reason why NPIC has been able to respond so effectively to the needs of the national intelligence community. A policy of automatic rotation in my judgment would diminish the rapidity and continuity of response which is such a vital element of the reconnaissance cycle and which is an even more critical factor during periods of national crisis and hostilities.

Whatever the factors involved which have caused you to consider a frequent rotation policy, I am disturbed that they led you to the adoption of a procedure calling for rotation of one-third of the national PI force every four months. Although I understand that you now would adjust the period from one to two years and decrease the frequency of turnover to every eight months, I still do not believe this proposal to be in the best national interest. While it is granted that the military personnel assigned to NPIC are rotated, it is emphasized that their period of assignment generally extends from three to four years and that they represent only about forty per cent of our total contribution.

The Defense Intelligence Agency has its own pressing departmental problems involving the selection and assignment of PI personnel and the development of an effective, experienced, and rapidly responsive PI organization. Insofar as NPIC matters are concerned, however, I have relegated them to secondary position. If you now consider that it is in the national interest to adopt a policy of involuntary and short-term rotation of the CIA PI personnel assigned to PAG, then I too of necessity will feel constrained to re-evaluate my own policies and procedures governing DOD participation in the NPIC. If, as a result, we mutually adopt policies which in the long run are aimed toward strengthening our departmental position at the expense of the national effort, it would indeed be unfortunate and not augur well for the future of the National Photographic Interpretation Center.

In light of the ever increasing importance of the NPIC as a national entity of common concern, and in consideration of the increasing dependence we in the Department of Defense place upon the effectiveness and continuity of its performance, request that you reconsider once again the implications of, and alternatives to a rigid policy of short-term personnel rotation.

I expressed the substance of the above views to you during our telephone conversation today. I am forwarding this letter to you for your consideration in connection with our forthcoming meeting on this subject on Wednesday, 21 October 1964.

Sincerely,


JOSEPH F. CARROLL
Lt. General, USAF
Director

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(Sandy's notes)

General Carroll's letter of 16 Oct 1964

- 1) Advised of a proposal to formalize a policy - involuntary rotation of CIA PI's are contributed to NPIC - conducted every 2 years -
- 2) Also - a unilateral policy for annual rotation already in existence - started 3 months ago -
- 3) Incumbent to review your policy in light of overall impact upon continued effectiveness and improvement of such support AND upon my own procedures for selection & assignment of DIA personnel to NPIC
- 4) Have always directed NPIC be given primary task of rendering the agreed national view whenever PI judgments of a military nature must be taken into consideration at highest level - (Southeast Asia Photo) -
- 5) Have directed most exacting standards be insisted to ensure acquisition of best qualified personnel (both military & civilian)
- 6) Adoption of proposal will have adverse effect on overall effectiveness & continuity of PAG operations - as well as disruption & deterioration

- 7) Proposal seems inconsistent with the current national dependence and high level emphasis being placed upon primacy of NPIC
- 8) Superlative degree of expertise & current knowledge developed over past few years by currently constituted PAG staff has permitted them to render competent professional judgments AND is ^{primary} reason why NPIC has been able to respond so effectively to needs of national intell community -
- 9) WHATEVER THE FACTORS INVOLVED that caused you to consider a frequent rotation policy - I AM DISTURBED that they led you to adopt a procedure calling for rotation of $\frac{1}{3}$ of national PI force every 4 months
Although most understand would adjust (proposal) period from 1 to 2 years and decrease turnover frequency to every 8 months
- 10) Still do not believe proposal is in best national interest
- 11) Granted military to NPIC are rotated - period of assignment generally extends from 3 to 4 years & they represent only 40% of DIA total contribution

12) DIA has own pressing Departmental problems in selection & assignment of PI personnel AND development of an effective, experienced, & rapidly responsive PI unit

13) Have relegated these Departmental problems to a secondary position as far as NPIC is concerned

14) If you consider it in the National interest to adopt a policy of involuntary & short-term rotation of CIA personnel I too will have to re-evaluate my own policies re participation in NPIC

15) IF we mutually adopt policies to strengthen our Departmental at expense of national effort will be unfortunate & not augur well for NPIC future —

16) Request you reconsider implications of and alternatives to a RIGID policy of short term personnel rotation —